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ABSTRACT

This report about ACCESS (Alternative Comprehensive Community Environmental Study System) is in two parts. The first part is a narrative which: (1) identifies our time as a technological era of pervasive change; (2) discusses a pilot process to test new means to help manage this change, focused at the regional level; (3) proposes a new nonprofit institution and process; (4) reports on the manner in which this proposal has evolved to date in the region selected as the test site; and (5) states lessons learned thereby. The second part is the formal proposal for design of the ACCESS pilot process, as forwarded from the American Society of Landscape Architects Foundation to the National Science Foundation, for the South Coast Region centered on Santa Barbara, California. (Author)

ED 092143

ACCESS

The Santa Barbara Regional Pilot Process

for the National Science Foundation, 1973

IR 000 703

ED 092143

A C C E S S

The Santa Barbara Regional Pilot Process

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1730 K Street, N. W., Washington, D. C. 20006

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P A R T I

ABSTRACT

This report about ACCESS (Alternative Comprehensive Community Environmental Study System) is in two parts.

The first part is a narrative which: 1) identifies our time as a technological era of pervasive change; 2) discusses a pilot process to test new means to help manage this change, focused at the regional level; 3) proposes a new non-profit institution and process; 4) reports on the manner in which this proposal has evolved to date in the region selected as the test site; and 5) states lessons learned thereby.

The second part is the formal proposal for design of the ACCESS pilot process, as forwarded from the American Society of Landscape Architects Foundation to the National Science Foundation, for the South Coast Region centered on Santa Barbara, California.

I. THIS PHENOMENAL CIRCUMSTANCE:

It is apparent that we have problems our present mode of democracy does not meet. The marketplace-oriented democratic society is not managing pollution, racial conflict, traffic, health, housing, crime, education, work, the economy or national purpose to our satisfaction. Perhaps if we identify these disjunctures as part of one of history's great epochs, we can bring ourselves to consider extraordinary new means to manage ourselves and our environment - soon enough for these new means to be effective and compatible with our democratic ideals.

The nature of our time is one of accelerating change and growing uncertainty. This heroic change, so rapid, of such a scale, and so pervasive it can only be appropriately compared with the industrial revolution of the 1800's and the agricultural revolution of 8000-6000 B.C., probably transcends them both. Population growth (and concentration), and technology, are now changing the meaning of time, distance, geographic area, place, and above all, expectations - each interacting with the other, and on people, in ways that define our time as an epoch.

In this time of great change, decisions do not hold for as long as they used to. Totally new institutions and processes to help us manage in this phenomenal era seem to be needed, as well as changes in existing institutions. Wiser use of the capabilities of the science and technology, which are accelerating changes in our environment and our expectations, seems to be called for. This is especially true for the purpose of better

analysis, synthesis and communication concerning what we choose to do about Growth and the Quality of Life. In a democracy, this would seem to include increasing accessibility of citizens to the total decision-making process if government "of the people, by the people, for the people" is to be a reality in this technological era.

II. THE PILOT PROCESS PROPOSED

AN INSTITUTION AND A PROCESS

This report proposes and begins the description of a pilot process which would develop an institution and demonstrate a process which concentrate on the needs and wants of people as expressed through those policy formulators and decision makers (official and unofficial) whose leadership and decisions determine so much about the long-term conservation and development of their region. This is a process which attempts to facilitate the introduction of science and technology relevant to the analysis, communication and interaction of all the participants in regional decision-making.

The process is primarily for the direct participation, use and education of regional policy makers, but it is also clearly intended to deepen citizen interest and participation in the 160,000 people, 10 by 80 mile pilot region centered in Santa Barbara.

For the purposes of this investigation, policy makers have been defined as public officials, private firm executives and leaders of organized citizens' groups of the region. A basic implication of this definition of regional policy makers is that a process which involves them all cannot be owned or controlled by any one existing group or institution. It must be open and available to all regional policy makers, and, to whatever degree proves feasible, to their peers and constituents.

The problem of credibility itself, let alone the genuine difficulty of communicating between special areas of knowledge and across special interests, seems to call for a new institution and a new process, related to all the groupings stated above but beyond their individual control. (Existing citizens' groups and ecological movements are of central importance to this new process, but probably cannot sustain financing at the level required, or be effective in their programs without support from outside their ranks.)

The particular emphasis of this process is on the continuous interchange of information and analysis (iterative and interactive) involved all through the evolution of such decision-making. The decision-making process, as

here defined, begins with basic concepts; it evolves to selectively gather data, interpret data as information, analyze and synthesize alternatives, and evaluate long term - first, second, and third order - consequences of alternate courses of action, as well as "practical" immediate payoffs.

The process will attempt to make use of new capabilities, such as information system and geographic coding expertise being developed in response to the demands being placed on government in this technological era, by great concentrations of people and their mounting - often conflicting - expectations. Significant contributions already being funded by a number of federal programs are recognized as necessary forerunners to this project. But most of those projects reviewed have had an operations, not a policy focus. As such they have been designed and operated by experts for middle management, not by or for policy-makers per se; and they have almost all been within the organizational framework of one institution, or at most, one sector of society.

The proposed process is, by design, intended to help integrate regional policy development among a number of institutions - public, private, non-profit - each with quite different emphasis and functions. To this end, analysis and communication derived from diverse information bases is recognized as critical. For this information to be most effectively used it is believed graphic display will be necessary. Along with other means, computer-assisted graphics, including interactive television and plasma screen technology, will be sorted through for appropriate application.

This is a process aimed at those who contribute to and formulate policy as well as those who decide it. As such, it includes organized, informal citizen leaders. More and more, in these times of great change and uncertainty, concerned citizens seek access to the decision-making process concerning the future Growth and Quality of Life of their region. For this to be a credible and practical process, it is believed that it must be open, from concept through to final decision, to all such "policy makers".

By necessity this process must relate to the operation of governments and businesses in the region. It is closely allied to the communication and learning institutions of the region. In time it will come to be valued by the public at large. But its primary focus is the policy maker, official and unofficial - perhaps, <u>especially</u> the latter. What does this person want and need to know? How can this information be sought out, analyzed and communicated? <u>From</u> as well as <u>to</u> him (her)?

Basic assumptions of this process are that: 1) more ready access to the decision-making process, which determines Growth and Quality of Life

of a region, is wanted by concerned citizens; 2) the expert analysis and communication of information needed to accomplish this access is more than can be afforded by governments alone; and, further, 3) there are such subjective as well as factual aspects of Growth and the Quality of Life, that its initial examination and discussion should be under neutral, especially competent, interdisciplinary auspices, distinct from but related to the official, politically-based power of government; 4) to accomplish the needed dialogue communication will, from time to time, be dependent on graphic display. It might even be said, without overstating it, that what may be required is development of a graphic policy language that does not now exist.

Participants will test the pilot process on the realities of a specific region, the South Coast centered on Santa Barbara, California. Attempts will be made to draw from the variety of regional policy makers there the basic information wanted, in what form, where collected, and how. It is assumed that the policy maker as defined above would be interviewed and directly involved, first in stating what his information needs are, and then, at various stages of the decision-making process, he would be asked to critique how well the process served his needs.

The purpose of the pilot process is to organize an independent institution and demonstrate a process through which the capabilities of science and technology can be used more effectively to help the public, private and non-profit institutions of a region define and work together to achieve the future Growth and Quality of Life desired. This is conceived as an analysis and communication process in which participants become aware of long-term consequences. The process couples to implementation, but is not responsible for operations. Participants in the process are concerned with both the formulation of policy and with decision making. Their focus is the long-term conservation and development of the region's total environment. Total environment, as defined in this process, includes the physical environment (land, air, water and man-built structures), the economic (and technological) environment, and the cultural environment (including an awareness of expectations, mores and justice.)

Through the pilot process the capabilities of existing institutions in the region (governments, businesses, colleges and universities, non-profit organizations, etc.) would be focused and strengthened to better relate their current policies and decisions to long-term consequences. As such, the pilot process must relate to all these existing institutions but be free of domination by any one of them. The proposed pilot process is intended by its performance, to provide new incentives to link distinctly different institutions to common long-term regional decisions.

RESEARCHABLE COMPONENTS

The Santa Barbara pilot process would offer intellectual, operational and institutional components to test:

Intellectual -- definition of the process for analysis and synthesis of regional policy problems and options
-- appropriate technology for analysis and communication, what is applicable, feasible or foreseeable
-- graphic policy research language

Operational -- relation of the process to existing institutions
-- actual analysis, synthesis. communication capabilities

Institutional -- the legal entity created
-- sustaining sources of funding
-- citizen - policy-maker dialogue

The pilot process would press for transferability in its efforts:

(a) to deal with a region in ways that recognize the dynamics of its total context: the county, the state, the nation and the globe;
(b) to provide an effective contribution to regional policy making by means of a non-profit entity that has conceptual, analytic, comparison, educative functions without the power of decision;
(c) to organize a core independent interdisciplinary staff capable of using a roster of paid consultants and volunteers to bring needed scientific skills to bear;
(d) to define alternatives to present and pending decisions, and to involve the policy makers of the region in so doing;
(e) to alert policy makers within the region to the possible long-term major, second and third order effects of current decision and forces at work in (and on) the region;
(f) to test, as appropriate, computer assisted graphics and television to help achieve a high level of exchange and understanding of subject matter that is by nature abstract and complex.

A selective review was made of technology and programs in experimental or operational form that seemed to have particular potential to contribute to the Santa Barbara process. (See GRAPHICS for Regional Policy Making, prepared for NSF, August 3, 1973, by this investigator.) During this time, two internal oral reviews into the feasibility of the technological contributions to regional policy making were conducted with NSF.

III. THE POSSIBILITY AT SANTA BARBARA

Once the Santa Barbara area was selected as a most propitious site for the pilot process, the next stage was discussion of this possibility with local leaders - a "reconnaissance", survey, or preliminary investigation. According to Webster, the military meaning of reconnaissance is "an examination of a territory to gain information of friendly troops, of the terrain, or of resources." (See, Part II, beginning page 6 of the proposal, for the basis of this selection).

(Santa Barbara supplied some of the earliest advance troops for the nation's on going battle for the proper conservation and development of the environment. Many mark the effective, organized response to the 1969 oil spills by Santa Barbara's private citizens as the alert that inspired the nation. After that, private citizens all over the country greatly intensified organized combat to protect their environment. For one reason or another all levels of government in most parts of the country had failed to lead, so citizens took out on their own. By 1972, in response to this demonstrated concern, it was said there were 4000 bills on environmental protection before Congress.

Citizen-led concern for the environment is a modern tradition in Santa Barbara. In 1929 the Olmsted Plan to save "East Beach" was financed by prominent local citizens to foil an exploitive attempt to commercialize the waterfront. A young woman named Pearl Chase combined that foresight with the June 1929 earthquake to launch Santa Barbara into the Plans and Planting that has made it the handsome settlement it is today. At age 84, Santa Barbarans still rely on her foresight. She has played a vital role throughout this investigation.)

FEBRUARY 8-23 TRIP

Actually three trips were made to Santa Barbara for the purpose of reconnaissance or explanation: February 8-23 and May 20-June 27 by the principal investigator, and April 23 by the NSF project coordinator.

The February 8-23 trip was primarily a matter of discussion to explain the sort of national experiment being considered:

(a) to individuals from a representative cross-section of Santa Barbara area agencies and organizations, expecially, citizens organization;
(b) to professional, business and academic individuals in the Santa Barbara area with particular competence that might be important to the design of the pilot process and the pilot process itself;
(c) to counterpart professional, business and academic individuals in California (at San Diego, Los Angeles, San Francisco, Davis.)

In these meetings it was soon apparent that a statement describing the pilot process was needed. One was developed in Santa Barbara and cleared with NSF. (See Part I, Appendix). On Tuesday of the second week this one statement was given to the newspaper and afterwards at all subsequent meetings. This included the last two days, when the interested public was invited to come in and talk with the principal investigator, as announced by a Santa Barbara News-Press article. The latter seemed an additional way to establish that an open dialogue with the community was sought, cooperative with, but separate from any existing institution. (It was most important to establishing the objectivity of the proposed pilot process that sponsorship came from outside Santa Barbara and from such a source as NSF.)

In addition I attended local meetings relevant to the pilot project, a special luncheon meeting was undertaken with 24 leaders of women's organizations, and I had a three hour survey of the area by plane with two especially knowledgeable guides, a reporter from the Santa Barbara News-Press, and a geologist from UCSB.

On Tuesday, February 20, the publisher, editor, an editorial writer and a reporter at the News-Press met with me for an extended discussion. The attached story ran Wednesday, February 21, and on Sunday, February 25, the complete NSF-cleared statement was published. On February 20, I delivered a letter to County Supervisor Catterlin, requesting that the supervisors consider a resolution supporting the proposed pilot process (which they subsequently did by a vote of 5-0 in March.)

The proposed national pilot process was discussed with over 70 persons in Santa Barbara and elsewhere in California (see Part I, Appendix). That so many people took time with me was in itself clear indication of interest. There was no doubting the sincerity of that interest, nor reason to believe the skepticism shown was anything but healthy. They wanted to know more before deciding, but there was nearly universal agreement that there couldn't be a better place than Santa Barbara for evolving such a pilot process.

As to special capabilities in the region, there are two local colleges in Santa Barbara: Westmont College and Santa Barbara City College - with its Continuing Education Division, and there is the highly regarded Brooks Institute (in still and motion picture photography). But the basic, large educational plant in the area is the University of California at Santa Barbara (located in Isle Vista).

UCSB, through Prof. Roderick Nash, co-chairman of its inter-disciplinary Environmental Studies program, was the first at the university to document interest and support of the proposed pilot process. Associated with that program are geologists, biologists, an energy economist and

political scientists. UCSB political scientist, Robert V. Noel, who has attracted national attention in his field for simulation and gaming, was interested in the pilot process and indicated his readiness to take part.

There is also a good amount of talent in the university's Computer Systems, and UCSB is connected to the ARPA network. The Kuller-Fried keyboard for graphic simulation used around the country, designed at UCSB, is an indication of its capabilities. George D'Aignault, head of UCSB Extension Services has also made clear his department's interest in the extension series to the community.)

NSF sponsored facilities at UC San Diego (computer-generated, filmed graphics) and Davis (regional modeling by Ken Watts and his associates) were visited, as was Integrated Regional Environmental Management (IREM) in San Diego, which has had Ford and Environmental Protection Agency (EPA) money, working to improve county government decision-making concerned with the physical environment. In Santa Monica, two hours away from Santa Barbara, I visited RAND where political scientist, Paul Hammond, and the Director of the new Policy Research Institute (which is now offering graduate degrees) saw potential for collaboration.

In Santa Barbara itself there is the Center for the Study of Democratic Institutions with a long range view and an experience with dialogue that can be considered significant assets to the sort of pilot process proposed. Also GE Tempo has policy development capabilities as does General Research Corporation. In addition there is a newcomer to Santa Barbara, Ecology Development Systems Inc., with environmental data bank capabilities stemming from the environmental program at the University of Wisconsin; and other consultants concerned with environment and policy are located in Santa Barbara.

An 18 page report was made after this visit and sent to each person contacted (Santa Barbara and the South Coast, Reconnaissance for a Pilot Project, NSF, February 23, 1973). Matching $10,000 in local funds to a NSF grant of $30,000 was suggested.

During discussions at Santa Barbara a number of persons asked who was to provide the organized follow-up of the proposal when I returned to Washington. Deliberately no organizing effort was left behind. It seemed vital that the community know that nothing was being forced upon them, that they needed to establish their interest in their own way and that there was no one institution that had any special relationship to the possibility being discussed.

Nevertheless some liaison did seem necessary and there was no question of the independence of Pearl Chase and her good offices if she would accept this role, which she did. This assistance proved instrumental

to minimizing the clumsiness of the stranger without compromising his objective role.

APRIL 23 TRIP

The April 23 trip of Robert W. Lamson, NSF coordinator for this project, was organized through Pearl Chase's office, Plans and Planting. This turned out to be a full day of meetings including an appearance before the County Supervisors and a conference at the News-Press. The trip was used both as an opportunity for Santa Barbarans to learn about the National Science Foundation and its interest in the proposal, and for NSF to assess the possibility firsthand. Robert Lamson met with upwards of 100 people, many of them not the same as those the principal investigator had discussions with in February.

MAY 20-JUNE 27 TRIP

The May 20-June 27 trip by the principal investigator lengthened into twice the time intended. Originally it was to provide more explicit answers to questions about the pilot process to enable the community to decide about it. A draft of the pilot process proposal was informally reviewed in Washington with the project coordinator, then printed and distributed in Santa Barbara for discussion purposes. Copies were delivered to each County Supervisor and each Santa Barbara City Councilman. (The November, 1972 County Election changed the direction of the County Board of Supervisors and the April City Elections recast the City Council - both with outspoken proponents for environmental protection and opposed to uncontrolled growth.) For this trip, underlining the independence of the NSF investigator, a separate office was set up. A telephone and answering service was established, notification of this given to the newspaper and the public invited to call or visit.

After one to two weeks' discussion it was certain that more time would be needed than the two and one-half weeks planned. More time was needed to explain the proposal and to actually seek formal endorsement and specific financial commitments of support. Only in that way did understanding of the 4-to-6 months pilot process become explicit.

All this added weeks - and it made the difference. There was time now to repair several false starts with the County Supervisors, who, combined with the City Council had a major impact on other endorsements and support. The first vote of financial support came from the Goleta Water District on May 24, but it was quite a time after that before others joined in. The Ad Hoc Liaison Committee established by Pearl Chase now went to work, especially its Chairman, Arthur Sylvester, generating a substantial amount of interest and support. Equally important, it provided local verification of the "outsider", with Pearl Chase serving frequently as "character witness".

Probably most of the first four weeks of the third trip was a combination of laying the groundwork and providing people of the Santa Barbara region the opportunity to size-up "the stranger in town", and what he was really up to. To substantiate the independence and worth of the proposal took time.

The News-Press provided strong support from the very outset, running more than the articles or editorials reproduced here. (It was next to the last night of the third trip before the local TV station carried anything, but in fairness, an introduction had been provided to the publisher and editor of the newspaper the year before when the principal investigator directed a conference in Santa Barbara on this subject for the Edison Electric Institute.)

Changing the scope of work and staying on two and one-half more weeks also changed the pilot process proposal. The design of the pilot process extended from four or six months to nine months and verified the need to develop specific regional policy reports, thus providing "local products" from the outset of the work, as well as information needed to evaluate the proposal as a national experiment.

Ultimately, all the public bodies approached voted not only to endorse the proposal but to pledge financial support. The 25 institutions that identified with the proposal range over the total gamut of regional growth-no growth perspectives. (A number of local institutions and individuals have indicated they intended to pledge support later.) "In kind" support, valued in the thousands was pledged by UCSB and the Adult Continuing Education Department of City College.

An important aspect in establishing the independence of the proposed pilot process has been the financing of these exploratory efforts. They were funded entirely by the National Science Foundation. For the next stage the design of the pilot process, both the matching regional funds and NSF funds, are to go to another non-profit entity, the American Society of Landscape Architects Foundation at McLean, Virginia. Thus, from its inception, very deliberate efforts have been made to establish the independence and integrity of the proposed ACCESS pilot process.

IV. ESTABLISHING ACCESS ELSEWHERE

What has been learned in the Santa Barbara experience so far that would be applicable to establishing an ACCESS institution and process elsewhere? It may seem presumptuous in the design stage of the ACCESS pilot process to specify how to create similar institutions elsewhere. But it is true that the work undertaken to date by the principal investigator has been particularly sensitive about any impingement on its independence.

If "the beginning is half the whole" - Pythagoraus - certainly it is crucial how one begins to improve something as sensitive as regional decision making.

Based on experience to date, there would appear to be three basic rules for establishing a regional ACCESS institution and process:

(1) Sponsorship of the initiating action must clearly gain nothing material for the sponsors, which probably means funding from outside the region;

(2) Efforts to explain and organize must be, and be accepted to be, independent of any public or private institution or any sector of society in the region concerned;

(3) Open discussion, participation and support should be sought from all sectors of the region from the very outset, while avoiding involvement in any political contests.

These three basic rules can be extended to a list of specifics, and this has been done:

(a) Use a qualified investigator with no ties or affiliations within the region - to be absolutely safe, use someone from outside the region;

(b) Count on a minimum of six months to a year for the initial organizing effort;

(c) Initial organizing and explaining effort should be adequately funded from an independent, respected source;

(d) Figure on three trips to the region, the first one from three to four weeks, the second from two to three weeks, and the final one from six to eight weeks;

(e) Establish a neutral ad hoc liaison group to cover inquiries between visits;

(f) Establish space, answering service, etc. and publicize so that all feel able to reach the investigator;

(g) Spend time with both TV and newspapers to establish the purpose of the effort and the character of its sponsorship;

(h) Provide printed explanations from the first visit on, keep updated, reprint newspaper articles;

(i) Plan two to three meetings, if possible, with each individual from whom support is sought - the first time or so they will be sizing you up, not listening very closely to your words;

(j) Time trips to avoid major local events, especially political contests;

(k) Avoid technical jargon, be specific;

(l) Meet with all types of institutions and individuals;

(m) Refer to computers and two-way television in ways that make clear you understand their limitations as well as their value, especially what might be practical initial applications versus their ultimate utility;

(n) Seek financial as well as verbal support for the design phase of the project, financial support even if minimal requires policy board clearance - that takes longer but it means more;

(o) Make clear that financial support of the design phase brings with it no special advantage - it's a harder way to win support but it verifies the independence of the proposed process;

(p) Recognize and adapt to local customs, pace, priorities - it's offensive not to recognize the basics of the Quality of Life to be enhanced;

(q) Avoid statements that matching local funds are <u>not</u> necessary to the next stage in establishing a process - maybe the sponsor doesn't need funds but the proposed process will need broad community support to establish its credibility;

(r) No one individual, institution or sector of the community which contributes regional matching funds should be allowed a dominating proportion;

(s) Sponsor and regional matching funds for the design phase should be received and managed through an institution accepted in the region as unbiased and above any tampering;

(t) In beginning work in the region seek first to meet with local leadership;

(u) Begin early to identify organizations and people who might serve as resources to the process itself, especially in universities and research companies;

(v) Avoid taking positions on current projects - there can be more strong feelings on all sides of regional issues than one can appreciate instantly;

(w) Be prepared to explain the concept of the link between current decisions and long-range consequences;

(x) If possible, the original organizing efforts should be funded well enough to take advantage of and demonstrate the capabilities of graphics;

(y) Meet in small groups, seek two to three hours for give-and-take discussions, once there have been several short exploratory sessions;

(z) Seek out the regional issues of greatest concern.

SUPPORT FOR ACCESS

Endorsement & Financial Support

$2000	K. W. Tremaine
2000	Santa Barbara County - Board of Supervisors
1000	Real Estate Board
1000	Santa Barbara City Council
1000	Santa Barbara News Press
500	Carpinteria City Council
500	Goleta County Water District, Max L. Feldman, President
200	George B. Cavalletto
200	Mrs. Alice Sedgewick
100	Santa Barbara Beautiful
100	Citizens Planning Association
100	American Society of Landscape Architects - Santa Barbara Chapter
100	Dr. Pearl Chase
100	Building Industry Association
100	Mrs. Anna Laura Myer
100	Isla Vista Community Council
100	Anonymous

Endorsement & In Kind Support

University of California Santa Barbara
General Research Corp.
Adult Continuing Education
General Electric TEMPO

Endorsement

Santa Barbara City School District
U.S. Dept. of Agriculture, Forest Service
Santa Barbara City College
Santa Barbara County School District
League of Women Voters of Santa Barbara
Community Environmental Council
Environmental Quality Assessment Board of Santa Barbara
Goleta Valley Citizens Planning Association
Committee for Santa Barbara
Friends of Santa Barbara County

PART II

REQUEST FOR A PROBLEM ASSESSMENT RESEARCH GRANT

FROM THE NATIONAL SCIENCE FOUNDATION

OFFICE OF EXPLORATORY RESEARCH AND PROBLEM ASSESSMENT

from

THE AMERICAN SOCIETY OF LANDSCAPE ARCHITECTS FOUNDATION

1750 Old Meadow Road
McLean, Virginia 22101 (703 - 893-5171)

THE SANTA BARBARA PILOT PROCESS - ACCESS

$60,000 grant from September 1, 1973 to June 1, 1974.

William R. Ewald, Jr., AIP -- principal investigator

$65,700 APPROVED - January 1, 1974

William R. Ewald, Jr.

Development Consultant
July 18, 1973

Gary O. Robinette

Executive Director
July 18, 1973

A. ABSTRACT

WE live in a time of phenomenal change but without the processes or the institutions to manage this change. Long term consequences of current decisions go untended, to our greater and greater peril. To help regions throughout the nation anticipate future problems and opportunities, buried in decisions to be made now and in the foreseeable future, a pilot process experiment is proposed in the South Coast Region centered on Santa Barbara, California.

The pilot process proposed is intended to define and test the form of non-profit institution that has the balanced combination of competence, credibility, continuity and tools of communication to improve the process of long range planning. In organizing information for that purpose, providing a capability for analysis and synthesis and a forum for long term regional policy making, it is expected that careful appraisal will be made of available information handling technologies for their practical application in this experiment.

This is a pilot process that is to recognize impacts of science and technology that cause change, and more. It is believed that science and technology can contribute much to people's understanding of the long range consequences of their current choices, and to the educational communication process itself that this enlightenment will require. In this process great reliance is placed on involving policy leaders in existing non-official organizations and interested citizens, as well as policy makers in governmental agencies and their staffs and officially convened committees.

The purpose of this proposal is problem assessment, to define, for the purpose of exploratory research, an analysis/educational pilot process to help manage change in new, democratic ways. The acronym for the pilot process ACCESS, for Alternative Comprehensive Community Environmental Study System, is indication of the scope and openness. This definition phase will set out the objectives, organization, researchable components, study plan, results sought, means of transferring those results, management plan, budget, description of personnel and services, and criteria and plan for evaluation of the proposed pilot process.

The definition phase, over a nine months period will, in addition to the final report described above, produce a series of policy reports on the South Coast Region concerning the conservation and development of that area.

The ACCESS pilot process to be defined is conceived as a 3-5 year regional non-profit venture of public, private and non-profit institutions. To help assure its independence, widespread interest has already been gained. Officers of 25 major policy forming institutions (See Appendix) have endorsed the pilot process design phase, and to support it, pledges have been made which total $10,000, not more than $2,000 from any one institution or individual (The latter "earnest money" funds are in addition to NSF support sought, making the total $70,000. See Appendix for listing.).

Definition of the ACCESS pilot process would be led by the principal investigator, supported by secretarial and research assistance, and by consultants. After discussions with interested federal agencies, and with other possible sources of funding, the principal investigator will spend the balance of the time working with leadership groups in the South Coast Region.

The report resulting from this work will be distributed to the California and South Coast Region institutions concerned with the ACCESS pilot process, and to federal agencies, national foundations and others with particular interest in it.

I PROBLEMS & NEEDS

PROBLEMS

Population growth (and concentration) combined with technology is disturbing the ecological cycle, changing the meaning of time and distance, and above all, broadening our expectations. Each of these major elements of the environment are changing and interacting with each other at a rate, and with a force, that define our time as a unique one - a new beginning - comparable to the agricultural or industrial revolution.

While we live in a time of unprecedented change, [1] we presently do so in a myopic way that makes us victims of crises. We anticipate neither future crises nor future opportunities. Long term consequences of current decisions go untended. There is currently no institutional form to provide the process of analysis, synthesis, communication and participation that we need to manage these unprecedented times.

1/ The Technotronic Age--Zbigniew Brzezinski
The Technological Society--Jacques Ellul
The New Industrial State--John Kenneth Galbraith
The Post Industrial Society--Daniel Bell
The Age of Discontinuity--Peter Drucker
The Accidental Century--Michael Harrington
The Post Literature Society--Marshall McLuhan
The Post Modern Society--Amatai Etzioni
The Shock Front--John Platt

Government agencies, at the national and other levels, caught as they are in providing the critical daily services only government can provide, do not plan far enough ahead. Under the stress of managing operations, government agency planning and implementation tends to be fragmented. They tend not to consider a wide enough range of policy options. And their planning is not well linked to long term consequences and needed implementation.

Actually both of our basic decision-making institutions -- government and private enterprise -- are:

(a) disciplined to short-term results,
(b) carry out particular functions without adequate coordination with other functions, and
(c) devoid of accountability for long term effects of their decisions,
(d) constrained by the level of public understanding of complex, changing issues.

Universities on the other hand:

(a) primarily develop, store and transfer specialized knowledge, and
(b) are not organized so as to provide adequate incentives to study practical environmental problems.

The result is that the public interest, long term, concerning the conservation and development of the environment, which essentially means Quality of Life is:

(a) inadequately represented and
(b) served by decision-making processes which react but do not anticipate.

NEEDS

Therefore, if the nation and its regions are to resolve their environmental and social problems and realize the opportunities of this time of change, we need:

Data, Analysis and Synthesis: Assemble data in retrievable form, analyze it as information, and synthesize a wide range of policy problems and their options, current and future.

Communication: Provide access to the total process of policy formulation and decision-making, from data collection to the examination of alternatives, so as to develop awareness, credibility and agreement

among policy makers and the public concerning the problems and options before the region, the nation and in the world.

Long Range Comprehensive Planning: Develop an ongoing planning process based on a comprehensive and coordinated understanding of the Quality of Life desired, and the link between current decisions and their long term consequences.

Policy Formulation and Decision-Making: Provide and experiment with new ways by which concerned citizens can directly contribute to policy formulation and register their views concerning options.

Science and Technology - Technology Transfer: Use and experiment, where appropriate, with new new technology and methods for data collection, analysis, synthesis, and communication of regional problems and options. Examples are: remote sensing from satellite, high altitude photography, computer assisted graphics, simulation, gaming, situation rooms. We have not adequately transferred this technology to the policy maker, nor have we combined it with other hard and soft technological capacities which have been specifically developed for the civil sector. Examples are computer assisted instruction and two-way cable television which have been supported by National Science Foundation grants.

New Actions and New Institutions: Create new activities and new institutions to meet this unprecedented need for analysis, snythesis and communication, for a more open, democratic formulation of policy and participation in the decision-making process.

Since government agencies at various levels find it difficult or impossible to do long range comprehensive planning because of the pressures and needs to cope with current crises, and since both government and other sectors of society have a vital interest in anticipating (in order to better manage) both problems and opportunities, there appears to be a critical need for new public interest, public service, privately supported institutions: (1) to help assemble, analyze and synthesize data; (2) to help plan ahead (in cooperation with government agency planning), and synthesize options for longer time horizons than government organizations do; (3) to evolve those options with public, and other policymakers; (4) to provide for citizen participation and feedback; and (5) to experiment, when appropriate, with exciting technologies from the defense, space and civil sectors to meet the needs for synthesis, communication, and participation.

Such institutions should have analysis, planning and communication functions only, and should not have operational responsibility for implementing programs.

In summary, each region, state and locality of the United States has a need to assemble data, analyze and synthesize the policy problems and options that link current decisions to future consequences. Each region needs to provide an open means of communication and dialogue for policy makers, and the public, utilizing independent analysis and the state of the art communication techniques. Out of this process should come experience, better understanding, more good will and more responsive and enlightened policy.

II GOALS

To help solve the problems and to realize the opportunities of our times, there is need to create pilot processes in several regions of the United States in order to experiment with the creation of new activities and new institutions to meet the need for long range planning.

Definition of one such analysis/educational process, and its institutional form and mode of operation - ACCESS (Alternative Comprehensive Community Environment Study System) - is the purpose of this grant.

The work of the grant is to define the boundary of inquiry of the ACCESS process and to begin to define its basic facets, so that it can become a valid subject for exploratory research. How will it address regional optimums? In addition to determining the research's holding capacity? Related to the state and nation? How?

In the work done to this stage we have come to certain conclusions regarding the process we propose to test. To bring about better management, of change taking into account long term consequences of current declines, the ACCESS pilot process should:

(a) be regional in scope;
(b) focus on the regional policy maker (official and unofficial);
(c) be based in the non-profit citizen sector, but serve and be supported by government, foundations, business (including utilities) and higher education;
(d) explore and, where appropriate, make use of computer assisted graphics and two-way television, but certainly to emphasize graphics and dialogue to structure research, analysis, synthesis and communication.

In seeking means for a more effective long range outlook, we see a need to test our concept of coordinating institutions and individuals in

the region, and ways to use science and technology more effectively. The scope of the ACCESS process, and the degree and sort of policy involvement sought, calls for participation of all interested parties throughout the evolution of decision-making: from determining what data to collect, through its interpretation as information, to analysis; from the synthesis of alternative decisions, and evaluation of the long and short range consequences of those alternatives, to their foreseeable obsolescence.

This seems to be a matter of continuous analysis, communication, and involvement not the traditional linear time sequence of:

(a) data collection
(b) analysis of alternatives by staff and experts,
(c) communication, of study results to the public at large, leading to a new General Plan.

Actually, preparation of new General Plans (for county, city and redevelopment areas and the coastal region) now being scheduled in the South Coast Region, could be coordinated by means of the independent pilot process proposed here. Thereafter, the process, once proven useful, would continue to "process" the long term implications of pending decisions, and other policy-setting issues, many of which may not show up in General Plans.

We would propose as a further goal that while this grant will lead to an understanding of the potential of the South Coast Region as a site for such exploratory research, it will make clear the nature of the process in generic terms; so that other regions can be considered for such explorations, either in addition to, or instead of, the Santa Barbara Region.

The mini-region proposed as this possibility is the "South Coast" centered on Santa Barbara, California. This is an area 10 by 80 miles, from Point Conception to the county line west of Ventura; from the ridge of the Santa Ynez Mountains out into the Santa Barbara Channel.

The South Coast appears to have certain advantages as the locale for a pilot process region:

(1) The mountain and the sea define the area clearly, making it easily understandable as a "region." (The pilot process, if successful, could extend its benefits to the entire county.)

(2) There is a tradition of active, organized, local

citizen organization leadership, probably much more true than in most other places. (Since this experimental effort would by its nature be in a major way a communication test, it is an especially critical asset to have many different organizations through which to involve people.)

(3) The region already has in its focus the basic national issues of water, energy, growth; and typical urgent short-term concerns.

(4) The area, the population, the number of public jurisdictions, and settlements are large enough to serve as a regional model, but not so large as to be unmanageable for a research-dialogue demonstration.

(5) The region (800 square miles) is all within one county, (2,700 square miles) - with 160,000 of the county's 270,000 population - and is said to have competent, traditional county government.

(6) Except for its water supply and recreation, and the attention of county supervisors to all parts of the county, the South Coast area may be as close to being a small free-standing region as could be hoped for study purposes - yet it is threatened by the growth of Los Angeles, one of the super-metropolitan areas of the United States (65% of our total future population is projected for such metropolitan areas by the year 2000.)

(7) The famous oil spills in the Santa Barbara Channel make Santa Barbara a catalyst for:

(a) widespread, quick communication of experience and innovation successes of the proposed research-dialogue process;

(b) attracting substantial outside study funds.

(8) Local water rationing, dispute over connection to the state's aqueduct, the turn to a "controlled growth" philosophy, the new Coastal Regional

Commission established by state referendum, EPA's recent order that would lead to gas rationing in Santa Barbara County, the Friends of Mammoth decision, (California's new requirement for environmental impact evaluation of private developments), the Serrano decision of 1970 (which prohibits the support for education per child to vary by district and has important national implications for other governmental functions and taxing), The Brown Act (which is perhaps the strongest state access to public information law in the U. S.); all these issues are basic to environmental concerns.

(9) The region is without the sort of civic inattentiveness typical of major metropolitan areas, or their severe racial strife. This permits more whole-hearted concentration on the evolution of analysis/education techniques of the pilot process.

(10) The region has the additional advantage of being close enough to draw from several important National Science Foundation environmental research projects and is in a state offering a wealth of other scientific and professional experience.

(11) The region has significant computer and environmental program capacities potentially available to it through the University of California at Santa Barbara (UCSB) and in private industry.

(12) The presence of the Center for the Study of Democratic Institutions is a unique resource to this pilot process.

(13) The region is in a state especially conscious and concerned with environment and its own definition of Quality of Life.

(14) Significant television capability exists. Santa Barbara has television with 12 channels; 62% of the homes in the coastal area are already connected, the deepest penetration in the United States. (At a later stage, by microwave over the mountain, the entire county could be brought in.)

(15) Perhaps 80% of the circulation area of the Pulitzer Prize winning Santa Barbara News-Press is within the South Coast Region.

(16) The Continuing Education Division of the City College of Santa Barbara is one of the most experienced and used in the Country.

It is recognized that exceptionally competent efforts have been and are being supported by Santa Barbarans to plan and defend their environment, especially when Santa Barbara is compared to many other places. But it cannot be said that the decision-making processes of present public and private institutions in the region are scientifically oriented, truly accessible, coordinated or prepared to deal with long-range consequences of our fast-changing, technological age. (This is meant as an observation, not a criticism. No other place is considered so prepared either.) The process proposed is intended to enhance presently organized efforts by providing them with a more effective forum and a shared new competence.

The issues of the South Coast Region are typical enough in themselves of regions under metropolitan pressure throughout the nation. But perhaps in the South Coast Region these issues are more intensly felt and more seriously and articulately discussed in a Quality of Life vs. Economic Progress context, by a greater percent of the people, than in almost any other such separately definable region in the country. In Santa Barbara, life style and optimum aspects of environment seem to be of greater conscious concern than in many other places. It could very well lead the way for the nation in developing a more scientific basis for examining these factors in environmental decisions.

In recent years, effective new energy has been organized and applied in Santa Barbara and there is a growing concern for coordination between all community efforts that is not often achieved. Sometimes it is; more nearly so in the past two years. But this is without the continuity that could be provided by an independent analysis/education process to deal with the complexities of issues and their interrelationships. Long term implications are easily lost or oversimplified.

Despite the unusual degree of concern that organized citizens of the area demonstrate - whether ecology or speculation minded - their temperament is much the same as the national temperament, or, if you will, the generally accepted understanding of human nature. Santa Barbarans are crisis oriented. They are energized by threats of disaster. They seem focused on mastering the immediate task at hand; doing the best they can with a project to be stopped (or pushed through) or an election, which once won, will then permit organizing for the long term future. But there is always another crisis following the current one. The same institutional disincentives for considering

the future are present here as elsewhere. That's the challenge - everywhere. Will the South Coast Region meet it by connecting current projects to future consequences?

It is true that certain vital aspects of the South Coast Region - like its beauty and its own special sense of "place", the extent of its organized private citizenry, its professional and academic research capacities - make it atypical of the U. S., (but more like the U. S. of the future?) It is not being represented here that the South Coast is a "typical" region (if there is such a thing) for which it is proposed that a model plan useful to other communities should be developed.

What is proposed is to evolve and test a pilot process in the South Coast Region. The South Coast was selected because its regional problems are representative enough of our time, which in combination with particular human and institutional experiences there, out of proportion to its small size, make it especially suitable for developing the pilot process.

Perhaps a "typical-unique" combination is to be expected of a viable research-demonstration locale. Perhaps, as well, there is an additional lesson to be learned from the sort of pilot process test proposed for the South Coast Region, namely:

(a) that while pressures working in and on any given region in the United States may have much in common with other regions, there is a certain uniqueness to every region;

(b) whereas, a very limited number of improved processes may need to be developed to help different regions achieve their potential (such as the ACCESS pilot process proposed here);

(c) the outcomes of using these processes will, and should be, unique.

III METHOD

RESEARCH PLAN: GENERAL OBJECTIVES, SPECIFIC OBJECTIVES

The general objective of this project is to define the ACCESS pilot process in such a way as to:

(1) provide a sound basis for exploratory research;

(2) state the significance of the national learning experiment the pilot process would provide;

(3) provide useful policy reports to the South Coast Region;

(4) develop enthusiasm, support and commitment to the pilot process in the South Coast Region;

(5) develop national and local sources of funding;

(6) develop interest in and evaluation of the proposed pilot process.

In more specific terms, the project proposed here would provide a design of the ACCESS pilot process to include:

Problems and issues
Goals
Needed actions
Resources required, for example:
- funds
- manpower
- facilities
- organization
- data
- technology

Resources available, for example:
- individuals, and skills
- organization and institutions
- sources of support
- sources of data and information

Management plan and schedule of actions:
- results sought
- criteria for evaluation
- plan for evaluation
- use of results
- means of transferring results

The project's report(s) will contain the following specifics regarding the South Coast Region:

1. basic issues confronting the region;

2. fundamental sources of data;

3. available institutional resources;

4. the relationship of the proposed pilot process to traditional planning - this latter is to include discussion of data bases, how the pilot process contributes to planning, social indicators, the use of dialogue, polling, gaming and simulations;

5. appropriate uses of graphics, including computer assisted graphics in the future;

6. possible uses of television, including computer assisted two-way terminals in the future;

7. the organizational mechanism to be used to receive grants and through which existing institutions would relate to the pilot process;

8. assessment of future applications.

ORGANIZATION AND MANAGEMENT PLAN

The American Society of Landscape Architects Foundation (ASLAF) would receive the Santa Barbara and National Foundation grants, totaling $70,000, and administer the project providing for all accounting and audits. The principal investigator, William Ewald, would direct the project, and select both his support staff, and with the approval of NSF, the research consultants. Disbursements would be made by ASLAF upon certification of monthly invoices by the principal investigator.

The design of the ACCESS pilot process should take nine months but it is difficult to detail the work schedule when so many different groups are involved, which will be the case of this project.

Work with civic and educational organizations will be greatly facilitated if the project begins September 1, when they are working with programs for the fall and winter months. Notification prior to this, in August if possible, might make a considerable difference to the organization and efficiency of this entire project.

A monthly overrun fund of $4,000 per month has been calculated if the project stretches more than the proposed nine months. Consideration of a contingency and/or overrun fund, or of an alternate basis of support, should be reviewed at the time of the grant award.

RELATED ACTIVITIES OF THE ORGANIZATON AND THE PRINCIPAL INVESTIGATOR

The American Society of Landscape Architects Foundation is at present completing a study of the landscape architecture profession for the Ford Foundation, a handbook and manual for professionals sponsored by the Scaif Family, and, is cooperating with the American Conservation Association on a study of city school sites for the Educational Facilities Laboratory.

The principal investigator has been engaged in professional planning and development work for 27 years. He has worked as a planner for two of the nation's major architectural firms, has been in positions of professional and policy responsibility at all levels of government, Senior Vice-President for the Western Hemisphere operations of the worldwide planning firm DOXIADIS Associates, and for the past 12 years has headed his own private consultant office. His particular area has been in work related to the development of long range, policy formulation for large scale development, on behalf of clients like New York State, Puerto Rico, Winthrop Rockefeller, General Electric, American Institute of Planners, American Institute of Architects, Center for the Study of Democratic Institutions, Academy for Contemporary Problems, Edison Electric Institute, HUD and the U.S. Public Health Service.

His work in developing the 60 Year Development Policy for the State of New York, published by the state under the title "CHANGE/CHALLENGE/RESPONSE" includes examples of using graphics to convey policy. The report was reviewed in 1965 by Lewis Mumford in the Architectural Record of March, 1965 as follows:

> "Nothing of similar consequence to the arts of improving the environment has been published since the announcement of the Tennessee Valley Authority. While the computers are busily turning out more sophisticated traffic counts, population predictions and mobility estimates, proving that nothing can be done except to "go with" and accelerate the forces that are already in motion, the Office of Regional Development has introduced a hitherto unused factor not embraced by computers or by computer-directed intelligences: the human imagination."

Since 1969, he has edited, co-authored or been included in seven books that have had to do with the future environment and new policies for directing development. He has organized four major conferences on environmental policy, assembled what is believed to be the first comprehensive future-oriented bibliography, BIBLIOGRAPHY OF STUDIES OF FUTURE TECHNOLOGY, CHANGE AND PHILOSOPHIES OF LIFE (1967),

co-produced three films on the environment and developed a major exhibition on sensing the environment. He has won a score of graphic design awards and his work has been cited by the federal government twice, once by HHFA and once by HUD, for his contributions to policy and design. A principal part of his work during this time has been into the long-range future impact of science and technology, developing a comprehensive concept of environment, and new means to manage change. (See especially Part I of Creating The Human Environment, University of Illinois Press, 1970.)

Most recently, stemming from the $1.25 million policy investigation of technology, values and the environment over the next fifty years, that he organized for the American Institute of Planners, he has edited a 28 part videocassette series and written an accompanying syllabus on THE NEXT FIFTY YEARS.

His attention has now turned to non-profit institutions as a mechanism for exploring alternative futures on a regional basis. "Managing the Environment Now for the World Ahead," a paper on this, was the focus of an Edison Electric Institute interdisciplinary consultation in Santa Barbara, January, 1972. On April 28, 1973, the Federal Power Commission, in Public Law 483, redefined the sort of research that it would recognize in the rate base of utilities. This was a major recommendation put before the EEI conference and has great potential significance for the future funding of long range research into the conservation and development of regions.

Four recent contracts from the National Science Foundation have advanced the definition of how to go about such research using Santa Barbara as a model, and have included surveys to assess the contribution that computer assisted graphics might make. (See current support under Section IV: RESOURCES.)

RELATED PROGRAMS IN OTHER ORGANIZATIONS

The proposed ACCESS pilot process seems well timed as a next step from several significant efforts now being supported by NSF and other organizations. The focus of ACCESS is on: 1) the policy maker, 2) his need to query information and data bases, 3) the need to present spatial and other information and analysis graphically, 4) the constraints imposedupon government-based research into long term future consequences of current decisions; and 5) the impact of the informal policy maker on public policy.

Relevant to the direction of the proposed ACCESS pilot process, by next spring the National Academy of Science will be making a report on the data and information that public policy makers need, and how this is

to be collected, including by remote sensing from earth satellites. HUD is now considering demonstrations of community services delivered by two-way cable television, and is supporting the Metropolitan Regional Council television hook-up for the supervisors of the nine counties of the New York City region, begun in June, 1973. HUD is also reviewing a proposal for publication of a handbook on the "Halprin Process" of citizen participation, and recently it was a prime sponsor of Regional Plan Associations' (NYC) "Choices for 76" televised "town meetings." Viewers noted their choice after viewing 55 minute films.

At this time the Office of Telecommunications Policy is holding in its files the qualifications of 125 telecommunication system firms preparatory to letting experimental contracts. HUD is already financing an investigation by Peter Goldmark to demonstrate the enhancing capabilities of telecommunications for services, conferencing, entertainment, etc., in rural areas to make small towns more competitive.

NASA's teleconferencing rooms and its Command Control Centers come closest to demonstrating the sort of experience and facilities in mind for the ACCESS pilot process. In addition, programs such as TICCIT and PLATO are gaining experience in computer assisted instruction and public service use of interactive television, that are, at least in part, relevant to this proposal. At HumRRO there is, in the development stage, the CHARGE (for Color Halftone Area Graphic Environment) terminal which seems to have special promise for policy making. With the development of new hardware in the form of an Image Generator, it is claimed CHARGE can offer the best features of both PLATO and TICCIT, at competitive costs.

Perhaps the greatest input to the proposed ACCESS pilot project would come from three projects now under way. One is the federal, provincial, regional, city of Vancouver, University of British Columbia and Ford Foundation supported IIPS (Inter Institution Policy Simulator). This is a five-year project, three years underway, which has been organized to build a model of the Greater Vancouver Region using mathematics and logical concepts. The model operates as a simulator and is intended to help people test possible consequences of alternative policies which would affect the future of the Greater Vancouver Region. It would help them ask better questions, not provide push-button detailed specific answers.

The second is the Geoplanning Demonstration Project in Des Moines, Iowa (metro. pop. 200,000). With major consulting assistance from Battelle Memorial Research Laboratories (Richland, Washington office) this USAC project links existing geographic data rather than creating one master file. It provides means for analyses, and correlation based on parcels of property.

The third project is the IREM (Integrated Regional Environmental Management) project for San Diego County funded by EPA, NSF and the Ford Foundation. This project located in, and to be phased into county government, has developed a county-wide computerized data base, attempted coordination of the various cities of the region concerning environmental factors and operations. Remote keyboard terminals connecting to the data base were provided both top administration and top elected politicians, and represented a significant test experience of their direct involvement. IREM had a primary concern with developing means to process environmental impact statements. This is probably the most advanced such project of its type in the country.

There are a number of other related projects of potential to the ACCESS pilot process as varied as the Hughes Theta-Com two-way television subscriber terminals, to be installed in El Seguendo for testing this winter, and further refinements of Harvard University's Symap. The teleconference management system, EMISARI, of the Office of Emergency Preparedness system, as it has evolved through its use of remote keyboard terminals, is a valuable experience in the simultaneous development of a system and its application. It appears to offer a more effective means of conferencing and maintaining contact and creating policy.

PLAN FOR DISTRIBUTION AND USE OF RESEARCH RESULTS

Reports from this project are primarily for use of NSF and those Santa Barbara, California, allied programs and national institutions with a particular interest in the proposed pilot process. A number of the organizations contacted during this exploration have requested copies and continued contact. There seems to be a need for more experience with policy makers and more creative involvement of concerned citizens, much earlier in the development of regional environmental programs.

A maximum of 200 copies will be printed of the final report, 100 of each progress report. Should the project stir wider attention, a separate purchase order will provide for that printing.

SCHEDULE OF ACTIONS

The investigation breaks into three parts: 1) Preliminaries, 2) Surveys and Studies, and 3) Synthesis.

Preliminaries include exploratory discussions with federal agencies, foundations and others concerning the nature of the pilot process and the potential for their possible support. This would be an ongoing aspect of the design of the pilot process itself.

Having begun such discussions in the East, the principal investigator would establish his operations in Santa Barbara and undertake a quick reconnaisance of the issues, data bases, resources, relationship of the pilot process to general planning, and its organizational form. During the first two months he would also implement relations with interested institutions of the region and organize the surveys and studies.

Surveys and Studies of this design phase would be made concurrently. It is anticipated that volunteer and contract work will support the study committees that are organized for each area of interest. Identification of the data and information in hand, where located, how collected and maintained, etc. might be contracted out first. The survey of resources, including both professional and scientific skills and specialized equipment, is a longer study. The Community Organization Research Institute at UCSB has indicated it is prepared to conduct the study within the university. If it cannot also undertake the industry and community survey of resources, its work should at the least be coordinated with whatever means are developed for that purpose.

The relationship of the proposed process to the general plans which will be developed over the next several years by the county, the city, the redevelopment authority of Santa Barbara and the Coastal Regional Commission will be especially important areas for discussion with these and other groups during the four month period from October to February. During this time also, the concept of the non-profit entity to be organized for the pilot process will need detailing through community dialogue, and a legal instrument drafted.

References made to the investigation and potential use of two-way television and computer assisted graphics, made preliminary to the development of this proposal, have stirred considerable interest. The concept of the pilot process proposed is that ultimately both two-way television and computer-assisted graphics will be used by this society's regional policy makers to assure responsive, democratic participation in the decisions of this technological age. It is not understood at this juncture to what extent these technologies can be utilized in the pilot process itself. Investigations carried on by the principal investigator leading to this proposal indicate some capabilities that can be used now, and others that will be evolving. That being the case, the design phase of the pilot process will attempt to define and fit the capabilities of television and computers to this regional policy-making experiment as seems appropriate to the evolving state of the art.

The concept in mind places emphasis on the need of the policy maker to know and understand more than is presently possible through existing institutions and processes. It is a tenant of this concept that graphics

(maps, symbols, charts, etc.) utilizing color, pattern, motion, sound and two-way communication will be useful if not critical to stimulate the new sort of community dialogue envisioned. In this way it is believed that future consequences of current decisions, definition of which is to be facilitated with the analysis of core staff (and consultant) expertise, can help articulate the wants of people and to bring them together with better understanding of the realities of their region and its interrelationship with the state, the nation and world which are its context.

The design phase, building on the state-of-the-art surveys just completed will specify: 1) the use that the pilot phase might attempt of television (including the likelihood, cost and timing of limited two-way television), and 2) the use of computer assisted graphics, terminals and data bases. In so doing the design phase will attempt to mesh these technologies to the understanding and potential use of policy makers (official and unofficial). It is believed that the discipline applied by this emphasis will hold use of television and computer assisted graphics within practical limits.

The television survey, including examination of the explicit constraints to two-way television in the South Coast Region at this time, should be accomplished, with expert advice, within a short period of time. Utilization of computer assisted graphics in its possible forms (such as TICCIT, PLATO, etc.) is a more complex matter and will take at least three months to produce working understandings.

Synthesis is the final purpose of the design phase. Four months concentrated time are allotted to it. There would first be synthesis within each subject area, based on the work of separate consultants, volunteers and study groups (with cross-reference to what the concurrent studies produced).

The final task is synthesize the definition of the proposed 3-5 month pilot process. It is planned that the rough draft report will undergo a thorough oral critique with both NSF and interested community institutions of the South Coast Region. The fundamental task of this investigation is to define an institution and a process that is credible to both.

Optimum Schedule

1973/1974

	ACTION	S	O	N	D	J	F	M	A	M	J
PRELIM	exploratory discussions re: pilot process	X		X		X		X		X	
	establish SB office; reconnaissance of issues, data, resources, relation to general planning, organization; community discussions; statement of basic issues, organize study groups and surveys	———									
SURVEY STUDY	data		———								
	resources		———	———	———	———					
	relationship to general plan		———	———	———	———					
	organizational form		———	———	———	———					
	tv, include possible two-way tv		———								
	graphics, include computer potential			———	———	———					
SYNTHESIS	studies and surveys						———				
	draft and final reports						———	———	———	———	———
	REPORTING										
	progress reports - delivered to NSF 1 week prior to oral critiques			p		p		p		p	
	NSF Oral Critiques, Draft Report, Final Report			oc		oc		oc/dr		-	FR

IV RESOURCES

PERSONNEL

This project is dependent on the experience and capabilities of the principal investigator in the subject area of this investigation, and his knowledge of and effectiveness in Santa Barbara. (See vita and bibliographies in NSF Files.) He will select whatever research and support staff he needs in Santa Barbara and will be working with committees of public officials, civic association leaders, businessmen, professionals and scholars. Used to assembling and working with interdisciplinary teams of consultants, the principal investigator will recommend and work with the resource, legal, data bank, information system, cable television and other such expertise required in the definition of the ACCESS pilot process.

CURRENT SUPPORT

The American Society of Landscape Architects Foundation is currently receiving support from the National Endowment for the Arts on proper teaching materials in landscape architecture; from HUD for a publication on landscape design in the future; and from the U.S. Forest Service for a study of the environmental effects of trees and forests.

The NSF Office of Exploratory Research and Problem Assessment has supported the principal investigator with two contracts in this subject area since February 1973: SANTA BARBARA AND THE SOUTH COAST - Reconaissance of a Pilot Project. The requirements for and feasibility of creating in the Santa Barbara California Region, an ongoing process of research and communication concerning regional policy problems and options; includes seeking a basis for integrating science into regional environmental decisions and an assessment of local capabilities and interest. See also: PRELIMINARY SURVEY - Computer Assisted Graphics for the Policy Maker. The state of the art and technological alternatives in the area of computer and television based display, and communication techniques concerning regional policy problems and options. The report covers site examination of such facilities already underway, and a descriptive survey.

He is currently completing two more: SANTA BARBARA PILOT PROCESS - The Design Phase. Definition of researchable components of an environmental analysis/education pilot process, the transferability elements sought, staffing and budget, study plan for definition of the pilot process, examination of the IIPS program in Vancouver; review of the process with Santa Barbara organizations, other; deduction of guidelines for initiating similar processes elsewhere, as learned from this experience. See also: COMPUTER GRAPHICS AND COMMUNICATION - To Facilitate Policy Decision-Making. Comparison of TICCIT, PLATO and other computer

assisted instruction and graphics as applied to policy formulation; review of NASA, DOD, other organizational experience with graphic "situation rooms;" definition of the basic characteristics of the desired graphics assisted system for regional policy makers.

The above have been incorporated into two reports:

(a) ACCESS - The Santa Barbara Regional Pilot Process (this one)
(b) GRAPHICS - For Regional Policy Making, a preliminary study

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APPENDIX

Alternative Comprehensive Community Environmental Study System (ACCESS)

Robert W. Lamson, Project Coordinator
Office of Exploratory Research and Problem Assessment
National Science Foundation
Washington, D. C.

Basis of February 25, 1974 News Release

STUDIES AND FUNDING

William Ewald, independent development consultant based in Washington, D.C., has been retained by the National Science Foundation to prepare a reconnaissance report concerning the creation of a national prototype Alternative Comprehensive Community Environmental Study System (ACCESS) in the Santa Barbara, California South Coast Region.

This report is a) to investigate the requirements for and feasibility of a pilot project to integrate more of the capabilities of science and technology into environmental policy decisions for the South Coast Region, and b) to evaluate local capabilities and interest in taking part in such a national pilot project.

This reconnaissance report is only a first stage study of this possibility. If sufficient potential and receptivity for this experiment for the South Coast Region is identified at this first stage, a 4 - 6 month survey and research design study would appear to be the logical next step. If undertaken, this second stage would directly involve interested agencies, institutions and citizens of the region in defining the purpose, organization, scope, funding and operations of the pilot project itself.

The first stage reconnaissance study is funded by the National Science Foundation. The second stage survey and design study, estimated at $40,000, would call for $10,000 from a broad spectrum of sources related to the South Coast Region, the rest from national sources of funding. No definitive cost estimate of the 3 - 5 year pilot project is available, but only earnest matching money would be sought in the county or the Region itself. The bulk of the project operating costs would be borne by sources of funding attracted by the national significance of the South Coast Pilot Project.

THE PROCESS BEING PROPOSED

The experimental process being proposed would:

a) collect relevant South Coast, county, state, national planning and environmental studies,

b) identify federal, state, local and private sources of economic, environmental and cultural information,

c) build a data base accessible by computer and other means,

d) develop a graphic display capability,

e) organize an interdisciplinary analysis and design concept (which would include contracting with consultants to the process),

f) explore and test the utility of two way color television and remote terminal computer access;

thereby providing new ways and competence for interested citizens groups and organizations to join with staffs of public and private decision-makers of the region in constructing and contrasting alternative choices and their long range consequences concerning the conservation and development of the South Coast regional environment.

Basic reasons for this pilot project are the growing awareness of a) the need for better application of scientific and technological knowledge to regional decision-making concerning the environment and b) the limitations of existing institutions which make these regional decisions as they are presently constituted. Further, almost all recommended improvements concerning the management of the environment have been directed either to internal improvements within governmental organizations, or their restructuring. The proposition that there are other institutions, other resources, other capabilities than government to be developed and utilized in new ways seems to be given inadequate consideration.

A more open, objective interdisciplinary regional research and dialogue process seems to be needed if a) we are to better understand the long range effects of the pressured short-term, single function thinking of the basic decision-making institutions of this society-government and business; and b) better utilize both the special competence of universities-the professions-and the sciences and the initiative, energy and abilities of concerned citizens and citizen groups.

A new characteristic and unique aspect of our technological age, is the amount of information that could be made available almost simultaneously to decision-making leaders of our society and the concerned public. Perhaps, with closer understanding through a new environmental research-dialogue process, with the assistance of computers and electronic communication, a whole new level of understanding and use of technology -- as it works to improve the quality of decisions concerning the conservation and development of the environment -- can be brought about and contribute to the shift in emphasis from standard of living to quality of life.

While leaving basic societal decisions where they are now, in government and in business, it would be the basic proposition of this pilot project to develop an independent, non-profit, competent, credible, research and dialogue process to improve those decisions concerning the conservation and development of the South Coast regional environment.

SANTA BARBARA AS A NATIONAL PROTOTYPE

Santa Barbara, where the turn-around in the nation's concern for its environment, some claim, came at the time of the 1969 channel oil spills, may well be the place to establish the methodology and the process for infusing current short-term, narrowly conceived regional decision-making, both public and private, with the integrated, anticipatory capacities of the sciences.

The "mini-region" centered on Santa Barbara, California, is an area 10 by 80 miles, from Point Conception to the county line west of Ventura, from the ridge of the Santa Ynez Mountains out into the Santa Barbara Channel.

Santa Barbara appears to have certain advantages as a prototype:

1) The mountain and the sea define the area clearly, making it easily understandable as a region.

2) The region (700 square miles) is all within one county (2700 square miles) -- with 150,000 of the county's 270,000 population -- and is said to have a competent county executive.

3) The area, the population, the number of public jurisdictions and settlements are large enough to serve as a regional model but not so large as to be unmanageable for a research-dialogue demonstration.

4) Except for water, recreation and the attention of county supervisory in other parts of the county, the South Coast area may be as close to being a small free-standing region as could be hoped for study purposes threatened by the growth of one of the super metropolitan areas of the United States, where 65% of our future population is projected to be located by the year 2000.

5) The famous oil spills in the Santa Barbara Channel provide a basis for:

   a) widespread, quick communication of the experience and innovative successes of the proposed research-dialogue process,

   b) for attracting substantial outside study funds.

6) Local water rationing, dispute over connection to the state's aqueduct, a turn to a "controlled growth" philosophy, the new coastal Regional Commission established by state referendum, a recent Congressional environmental legislation, EPA's recent order that would lead to gas rationing in

Santa Barbara County, and California's new requirement for environmental impact evaluation of private developments, bring together basic environmental issues without the sort of idealogical or racial strife of major cities, thus permitting more concentration on the evolution of the technique of the proposed research-dialogue process.

7) There is already an alert, active local leadership with the citizens of the region, probably much more true than in most other places. (Since this experimental effort would by its nature be in a major way a communication test this is an especially important advantage.)

8) The region already has in its focus the basic national issues of water, energy and population growth.

9) The region has the additional advantage of being close enough to draw readily from several important National Science Foundation environmental research projects and is in a state offering a wealth of other scientific and professional experience.

10) The region has significant computer and enviromental program capacities potentially available to it through the University of California at Santa Barbara (UCSB) and in private industry.

11) The region is in a state especially conscious and concerned with environment and its own definition of quality of life.

12) Significant color television capability exists. (Santa Barbara has color cable television with 12 channels, 53% of the homes in the coastal area are already connected.)

13) Perhaps 80% of the circulation area of the Santa Barbara News-Press is within the South Coast Region.

14) The Adult Education Service of the City of Santa Barbara is one of the most experienced and used in the country.

It is recognized that exceptionally competent efforts have been supported by Santa Barbarans to plan and defend their environment, especially when Santa Barbara is compared to many other places. But it cannot be said that the decision-making processes of present public and private institutions in the region are scienfitically oriented, coordinated or prepared to deal with long-range consequences of our fast changing,

technological age. (This is meant as an observation, not as a criticism. No other place is considered so prepared either.)

This Nation confronts the need to better manage the conservation and development of the environment. It is claimed here that the basic decision-making institutions of this Nation -- government and private enterprise -- are:

a) disciplined to short-term results,

b) carrying out particular functions without adequate coordination with other functions,

c) devoid of accountability for long term side effects,

d) constrained by the low level of public understanding of complex, changing issues.

Universities on the other hand:

a) primarily research, store and transfer specialized knowledge,

b) are not organized so as to provide adequate incentives to study practical environmental problems.

The result is that the public interest, long term, concerning the conservation and development of the environment;

a) is inadequately represented,

b) served by decision-making processes which are reactive to crisis not anticipatory of it.

The need is to devise a regional process which integrated the long range anticipatory capacities of science with public and private policy decisions concerning the conservation and development of the environment in such a way as to substantially alter the agenda and the quality of those decisions.

To do so the process must;

a) utilize to the fullest, and deepen as needed, the capacities of all the sciences concerning the conservation and development of the environment,

b) illuminate alternative choices and their consequences,

c) connect long range consequences to current decisions,

d) provide the means, from the earliest conception of policy research, for <u>both</u> policy deciders and the interested public to take part directly,

e) relate national, state, regional and local aspects of current and pending decisions,

f) examine the interrelationships and side effects of separate functions and proposed actions.

The opportunity is

a) to devise a process that will improve the environmental conservation and development decisions of existing institutions and persons,

b) to provide opportunity for their full involvement in regional decisions of a new order, and

c) to do so by first recognizing the inherent constraints of present capacities and motivations where it comes to:

(1) unbiased, comprehensive analysis

(2) integration of conflicting objectives

(3) coordination of functions

(4) long range comprehensions

(5) open participation and public education

This process entails reconnaissance, analysis, synthesis, casting up evaluated alternative futures, technological assessment and participation of a sort and caliber not now available through the workings of the basically short term, whether opportunity or crisis, oriented, institutions of the present. The proposed research-dialogue process would be predominantly privately supported and have no responsibility for implementing operational programs.

A major aspect of the Quality of Life in a democracy is not only the standard of living, including the quality of the environment, it is the active taking part and affecting of community decisions which determine the environment and the Quality of Life, conceived in its broadest terms.

Each region of the United States needs to develop and synthesize information and analysis concerning policy problems and options through a process that is credible both to policymakers and to the public. This calls for full use of the state of the art in communication techniques and for direct participation by those who are interested. Out of this process should come debate, dialogue, understanding and better policy.

Since government agencies, at various levels, do not, for various reasons, plan far enough ahead, since their planning and

implementation tends to be fragmented, and since they tend not to consider a wide enough range of options for specific policy problems, there seems to be a need for independent public interest, public service, predominantly privately supported process to assemble information and analysis, and to involve policymakers and the public in analyzing options for longer time horizons than has been traditional of existing institutions.

Mr. Ewald will be in the second floor office of 18 Anacapa Street this Thursday 1 to 5 P.M. and Friday morning from 9 until 12 noon, to discuss this proposal with any citizens or institutions that would like to know more about it and lend their support.

SANTA BARBARA NEWS-PRESS
March 28, 1973

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Ecological research institute supported

County supervisors voted 5-0 Monday afternoon to support the concept of a pilot program to create an ecological research institute in Santa Barbara.

William R. Ewald Jr., an independent consultant, is working on establishing a "process to improve environmental decisions." He called Santa Barbara "the logical place to begin."

THE PROJECT is called Alternative Comprehensive Community Environmental Study System (ACCESS). National Science Foundation funding is anticipated to set up the program.

Supervisor Charles F. Catterlin said that ACCESS could provide information to the county, cities and regional boards involved in environmental decisions.

Six ACCESS goals are listed: To collect relevant South Coast, county, state, national planning and environmental studies; identify federal, state, local and private sources of economic, environmental and cultural information; build a data base accessible by computer and other means; develop a graphic display capability; organize an analysis and design concept; explore and test utility of two-way television and remote terminal computer access.

"WHILE leaving decisions where they are now, the project would develop a process to improve those decisions concerning the conservation and development of the region's environment," states a National Science Foundation report.

SANTA BARBARA NEWS-PRESS
April 25, 1973

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ACCESS discussed in meeting series

By Jenny Perry
News-Press Staff Writer

Santa Barbara's future was up for discussion at a series of meetings Monday between local leaders and Dr. Roger W. Lamson, project co-ordinator, Office of Exploratory Research and Problem Assessment, National Science Foundation, Washington, D.C.

Dr. Lamson was here to talk about Alternative Comprehensive Community Environmental Study System (ACCESS), which William R. Ewald Jr., development consultant, was here to talk about in February. ACCESS to date is a report on the feasibility of a proposal from the community for NSF funding for a national prototype environmental planning program for the South Coast.

The pilot program involves community input, a computerized environmental data collection system, design for broad dissemination of information, and accessibility to that synthesis or decision makers in area planning and development.

MEETINGS IN the News-Press conference room, El Paseo's Castilian Room, Louise Lowry Davis Center and Cafe Gourmet were arranged by Dr. Pearl Chase of Santa Barbara Plans and Planting and the Santa Barbara National Trust Preservation. Dr. Chase had her finger on the pulse of Santa Barbara's entire life span yesterday as arranger also of the annual Santa Barbara birthday celebration around the theme, "Yesterday and Today," in De la Guerra Plaza.

The project calls for a $30,000 grant from the NSF and $10,000 from the greater Santa Barbara area in segments of no more than $2,000 from any one source for a six-month pilot program that could begin as early as July or August, Lamson said.

NSF already has invested $2,500 in Ewald's first "reconnaissance" study of Santa Barbara suitability in February, and an additional $6,000 salary for the consultant until June. Ewald is scheduled to return here for two weeks in May. Funds will be handled by the Landscape Architects Foundation.

EWALD, HERE in 1971 at the Center for the Study of Democratic Institutions, put together an environmental forum at the Biltmore Hotel under the auspices of the Edison Electric Foundation.

Lamson, who first explained the project, emphasized the deliberateness of a certain nebulosity of detail. "The six-month project should be much more specific," he said at yesterday's first meeting of about 30 people. "I would expect that groups represented around this table would participate in creating prototype projects."

Asked what the community might expect as an end product after six months and $40,000, Lamson mentioned "at minimum, a report"; the beginnings of a data bank in computer or file cabinet; some statement of future problems and alternatives; input with high credibility to diverse or even opposing factions and that interaction that is the beginning of consensus.

CHARLES GRAVER of the Goleta Valley Area Planning Council expressed doubt about the "high reliance on hardware and technology" and emphasized the need to define basic concepts such as "significant environmental impact."

Douglas Wilse, new city director of parks and recreation, mentioned the tendency to ignore studies at the regional government level, "which has no enforcement powers," and wondered whether the data once gathered would be acted upon.

Lamson replied that the project does not usurp "operational implementation," and Dr. Roderick Nash, who introduced himself as "a strong supporter of the idea," said he believed the project would result in data so informative decision makers "would ignore it at their own peril."

LATER AT El Paseo Lamson asked a number of UCSB, UC Extension, SBCC and Continuing Education administrators and educators to "frankly express any reservations."

Dr. Nash again expressed support of the idea, saying that he felt the project hinged on the leadership Ewald assumed from this point on. "I don't see anyone here at this table offering more than cooperation," he added.

In volunteering to be drafted for the committee to plan for Ewald's visit in May, he added the demurrer, "But I won't take the lead." Beside his name he penciled in: "i.e. I won't do Ewald's job for him."

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A PULITZER PRIZE NEWSPAPER
SANTA BARBARA NEWS-PRESS
MONDAY, MAY 28, 1973

Proposal outlined for environmental pilot study here

If Santa Barbara is willing to commit $10,000 to an environmental research study program projected by the National Science Foundation, this city may, for the next six months, become the focal point of a pilot project in the Santa Barbara region.

Toward that end, William R. Ewald Jr., principal investigator for a $35,000 problem assessment research grant from NSF, is working with a local committee set up for the purpose by Dr. Pearl Chase.

THE LOCAL group asked Ewald to be "more specific" in his requests for local cooperation. As a result, Ewald presented to the committee last Friday a 19-page draft, copies of which are available at the Citizens Planning Assn. office in El Presidio.

Ewald outlined his proposal, as follows:

Four basic elements of ACCESS (Alternative Comprehensive Community Environmental Study System) should be (1) regional in scope; (2) focusing on the regional policy maker (official and unofficial); (3) a nonprofit citizen sector supported by government, foundations, business (including utilities) and higher education, and (4) full use of a computer assisted graphics and two-way television and dialog."

THERE IS a need to bring in institutions, and to seek ways to better use science and technology. There should be employment of data and communications leading to a new general plan.

"Actually, the process of preparing new general plans, being considered in the Santa Barbara region, should be closely co-ordinated to analysis, review and the communication process proposed," said Ewald.

"We would propose as a further goal that while this grant will lead to an understanding of the Santa Barbara regional potential as a site for exploratory research, it also would serve as a model for other regions," Ewald added.

THE MINI-REGION proposed for the research study comprises the South Coast, centered on Santa Barbara, an area 10 by 80 miles, from Point Concepcion to the county line east of Carpinteria; from the Santa Ynez Mountains out into the Santa Barbara Channel.

Ewald said in his presentation that the South Coast appears to have these advantages as locale for a pilot process region:

1 — The mountain and the sea define the area clearly (if successful, the benefits of a pilot process could be extended to the entire county).

2 — There is a tradition of active, organized local citizen organization leadership, probably more than in most other places.

3 — THE REGION already has in its focus basic national issues of water, energy, growth, and typical urgent short-term project concerns.

4 — The area, population, number of public jurisdictions and settlements are large enough to serve as a regional model but not so large as to be unmanageable.

5 — The region (800 square miles) is all within one county (2,700 square miles) with 160,000 of the county's 270,000 population.

6 — EXCEPT for water supply and recreation, and attention of county supervisors to all parts of the county, the South Coast area may be as close to being a small free-standing region as could be hoped for study purposes. Yet it is threatened by the growth of one of the super-metropolitan areas of the United States (where 65 percent of our future population is projected for the year 2000).

7 — The oil spills in Santa Barbara Channel provide a basis for widespread communication of experience and innovative success of the proposed research — dialog process, and means of attracting substantial outside study funds.

8 — LOCAL water rationing, dispute over connection to the state's aqueduct (Feather River), turn to a "controlled growth" philosophy, EPA's recent order that would lead to gas rationing in Santa Barbara County, various environmental decisions (Friends of Mammoth and Prop. 20), the Serrano decision of 1970 to prohibit variance of education support through taxation, the Brown Act protecting access to public information — all of these issues are basic to environmental concerns.

9 — The region is without the severe racial strife typical of major metropolitan areas.

10 — Significant computer capacities available through private industry and UCSB.

11 — PRESENCE of the Center for the Study of Democratic Institutions.

12 — Significant television capability through 12 channels; 62 percent of the homes in the coastal area are already connected, the deepest penetration in the United States.

13 — Availability of the Continuing Education Division of City College, one of the most experienced and useful in the country.

"It is recognized that exceptionally competent efforts have been supported by Santa Barbarans to plan and defend their environment, especially in comparison to other places," Ewald continued.

"But it cannot be said that the decision-making processes in the region are scientifically oriented, truly accessible, coordinated or prepared to deal with longrange consequences of our fast-changing technological age.

"THIS IS not a criticism — it is only an observation. No other place is so prepared either. But the proposed process is intended to provide a more effective forum and shared new competence."

Ewald said this region is most important because "the life style and environmental aspects here seem to be of greater conscious concern than in many other places."

Santa Barbara, he said, could lead the way for the nation in developing a more scientific basis for examining these factors in environmental decisions.

"SANTA Barbarans are crisis-oriented. They are energized by threats of disaster. They seem focused on mastering the immediate task at hand; doing the best they can with a project to be stopped, or pushed through, or an election, which once won, will then permit organizing for the long term future," Ewald commented.

"But there is always another crisis following the current one. The same lack of incentives for considering the future are present here as elsewhere. That's the challenge — everywhere. Will Santa Barbara meet it?"

While Santa Barbara, because of its beauty, the extent of its citizen participation and professional and academic capabilities, is not typical of the rest of the country (but more like the U.S. of the future, perhaps), it has been selected as a pilot area because its regional problems are representative enough of our time.

EWALD POINTED to three ACCESS pilot projects underway — one in the Greater Vancouver region of British Columbia, the second in Des Moines, Iowa (with a metropolitan population of 200,000, similar in size to this area), and the third, the IREM (Integrated Regional Environmental Management) project for San Diego County, funded by NSF, EPA and the Ford Foundation.

The San Diego project is probably the most advanced project of its type in the country. There are others — a Hughes Theta-Com two-way television subscription project for El Segundo, one at Harvard University, another at Boulder, Colo., and one in Columbus, Ohio.

EWALD, a development consultant for NSF, has spoken to a number of local groups, ranging from the League of Women Voters and American Association of University Women to the Citizens Planning Assn., the Friends of Santa Barbara County and Committee for Santa Barbara, among others. He is hoping to enlist community support for this far-reaching pilot project.

Contributions are tax-deductible and may be made out to the American Society of Landscape Architects Foundation, or contact Ewald at 105 E. De la Guerra St., 963-3801, or PO Box 7, 93102.

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SANTA BARBARA NEWS-PRESS

Technology on the planning front

How can space age technology be harnessed to help policy makers arrive at more rational planning decisions? How can a member of a Board of Supervisors or City Council know with some precision what the results of today's decision will be 20 or more years from now?

If it wants to, the Santa Barbara area may have the opportunity to help get the answers to those and related questions — answers that could be useful to other parts of the United States.

The National Science Foundation (NSF) and William R. Ewald Jr., a development consultant working under contract with the foundation, think that this would be a logical place to put money into a research project that would help find the answers. The foundation would provide $35,000 if people of this area would commit $10,000. More NSF funding would probably be available for future phases of the study if further expenditures seemed warranted by results.

An important product of the research would be computer-stored data that could be of immeasurable value to the men and women who have to make planning judgments. Modern communications technology and techniques would be used to clarify alternatives and involve the public more intimately in the planning process.

Ewald and the NSF have several reasons for picking the South Coast area for the pilot program. Topographically, the region is clearly defined. It has a tradition of active citizen participation in planning matters. It already is dealing with the basic national issues of water, energy and growth. The area, population and number of public jurisdictions are large enough to serve as a regional model but not so large as to be unmanageable. Significant computer capacities are available through private industry and UCSB.

Ewald noted that "it is recognized that exceptionally competent efforts have been supported by Santa Barbarans to plan and defend their environment, especially in comparison with other places. But it cannot be said that the decision-making processes in the region are scientifically oriented, truly accessible, co-ordinated or prepared to deal with longrange consequences of our fast-changing technological age."

No other place is so prepared, either, he added. But the proposed research into new planning processes could lead the nation toward more scientific ways to arrive at vital planning conclusions.

The South Coast has little to lose and much to gain from the project. The investment of $10,000 by its people could return significant dividends.

For answers to questions, Ewald may be contacted at 105 E. De la Guerra St., 963-3801, or P O Box 7, 93102.

Tax deductible contributions will be accepted for the project starting about two weeks from now. They may be sent to the American Society of Landscape Architects Foundation, 1750 Old Meadow Rd., McLean, Va., 22101.

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SANTA BARBARA NEWS-PRESS

The pilot planning project

A few local objections have been voiced regarding the National Science Foundation's proposal to undertake a pilot planning project in the Santa Barbara area, over a six-month period.

The purpose would be to harness computer-age technology to help policymakers arrive at more rational planning decisions. Processes developed here, it is hoped, could be applied elsewhere in the country.

Dr. Pearl Chase, a civic leader of long standing,as a firm proponent of the NSF proposal.

William R. Ewald Jr., the NSF development consultant who encountered some opposition in the City Council, has stated that fears of some public officials that the project would constitute outside interference with local agencies is unfounded.

"The proposed pilot project would not duplicate or interfere with existing data sources. On the contrary, we would endeavor to make this a community effort, and all pertinent data would be of an educational nature, available to local planning bodies of public agencies. We would hope to augment rather than duplicate local efforts in meeting basic environmental problems and local needs."

The National Science Foundation, whose office of Research Applied to National Needs (RANN) is funding pilot planning studies elsewhere in the United States and Canada, has an annual budget of more than $650 million.

It was established 23 years ago to provide federal support to civilian research to balance the Department of Defense research program.

RANN's program has $80 million per year at its disposal, and the Office of Exploratory Research and Problem Assessment (OERPA) under which the proposed project would fall, is the groundbreaker for RANN.

To be funded by RANN, according to Ewald, a project must be innovative and have national significance. Santa Barbara falls within this scope because of its environmental position, its community participation on a wide scale, and its geographic location on the periphery of a large metropolitan area, yet with fewer of the destructive problems of a megalopolis.

Local participation to the extent of $10,000 from community organizations, and hopefully the City Council and county supervisors, would be a small price to pay for a project that could provide benefits to this area for decades to come.

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SUNDAY FORUM

SUNDAY MORNING, JUNE 10, 1973

A PULITZER PRIZE NEWSPAPER

SANTA BARBARA NEWS-PRESS

OUR READERS' VIEWS

Benefits for community noted in Pilot Project

Editor's note: The writer of the following letter, a resident of Santa Barbara, is a member of the American Institute of Planners and an environmental consultant for the city of San Diego.

Editor, News-Press: The Santa Barbara Pilot Project, as proposed by the National Science Foundation, provides a vehicle for a community educational process which would involve the Santa Barbara region, its people and institutions. The end results of the pilot project would include a reservoir of pertinent information and data on which the elected officials could rely in determining alternatives for decision-making.

This thrust is educational in scope which can provide community-wide civic education and enlightenment in improving the quality of life. A true concern for environmental quality necessitates a concern in improving the quality of human behavior in relation to environment: land use, the people, the air and water.

Now more than ever attention must be focused on the quality of human behavior, for such is reflected in the physical environment. When we live in close proximity to each other in light of mounting increases in world population, native intelligence informs us that correction of our failures becomes mandatory, and that we redirect our efforts and energies so that neighbor helps neighbor.

Julius Holder

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Proposed pilot plan project getting pledges of support

Pledges of support for the proposed Santa Barbara pilot planning project, backed by the National Science Foundation, have come in within the last week, following endorsement by the City Council and Goleta County Water District, both by 5-0 votes, according to William R. Ewald Jr., development consultant in charge of the program.

An informal recention last Wednesday afternoon at San Ysidro Ranch by Mrs. Horace Gray and Dr. Pearl Chase helped to generate response from individuals and groups in the community. Assisting Mrs. Gray and Dr. Chase with refreshments and decorations at the reception were Mrs. Jaime Colome, Miss Kathie Gray, Robert Cottom and Arthur Sylvester.

Max L. Feldman, chairman of the Goleta water agency, introduced Ewald, who briefly outined the project.

PAUL F. BARKER, U.S. Forest Service official, commended the project, saying "it ties in closely with the direction Los Padres Forest is moving in longrange land use planning.

"We will be using high altitude photography for some of our work as well as incorporating use of computers for storage and retrieval of data and for graphic work. The amount of data and scientific sophistication necessary today in evaluating longterm implications of land management decisions necessitates the use of the latest scientific advances, if we are going to get on top of land use planning," Barker said.

"I FEEL THAT two keys to good planning are the important need for co-ordination between land administrators, local planning authorities and the citizenry, and the availability of timely and dependable data during the analysis process.

"The pilot process outlined approaches both issues squarely and should become a valuable tool for policy makers."

Ewald also has received a letter of support for the project from John W. Snyder, executive vice chancellor at UCSB. In addition, some members of the UCSB faculty, as well as students, have shown interest in what they call "great potential for community educational purposes."

EWALD STATED yesterday he was well past the halfway mark in collecting the necessary $10,000 initial funds needed to get the project underway. As a result, he plans to stay here until the end of the month to get the program started.

Ewald acknowledged with appreciation contributions of $500 from the Goleta County Water District. $100 from Santa Barbara Beautiful, $300 from members of the Citizens Planning Assn., $100 from the Building Industry Assn., $1,000 from various professional groups (contractors, engineers and scientists) plus other contributions from environmental and community organizations.

Ewald said the office of the project is open at 105 E. De la Guerra St., Presidio Building, Suite 9-A, on Monday and Tuesday from 10 a.m. to noon and from 4 to 6 p.m., or by appointment through Plans and Planting, 962-7123, or by phone, 563-3801.

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SANTA BARBARA NEWS-PRESS

JUNE 29, 1973 PAGE B-1

ENVIRONMENT AGENCY

Consultant to begin working on South Coast planning unit

William Ewald returned to Washington today to begin work on a proposal for a South Coast planning institution that will cost millions if approved.

He feels it will revolutionize community and regional planning, and none too soon. Governmental agencies now plan from crisis to crisis, he said, with ina dinequae iformaiton and too limited an outlook.

He proposes a thoroughly modern and sophisticated independent agency that will collect, co-ordinate and disseminate all the data required for a specific or general planning problem.

IT WOULD operate not only in the field of environmental protection, but in areas of economics, politics and social problems, Ewald said.

Ewald calls the pilot project ACCESS, acronym for Alternative Comprehensive Community Environmental Study System.

Yesterday he was assured of enough local funding to carry on the six- or 12-month study to work out the details of his proposal.

THE NATIONAL Science Foundation puts up $35,000 and the community takes care of the other $10,000 in contributions from public agencies, private groups, civic organizations and individuals.

The $45,000 he now has virtually committed is what the study for the proposal will cost. If it goes beyond that, it will be a three- to five-year program of experimentation. Ewald said he cannot estimate the cost of that phase, but "it will be in the millions." That would be mostly from the federal government and foundations, not from the South Coast area.

EWALD, a longtime planning consultant, met no rigid opposition to his proposal here, but there were complaints that he was not sufficiently specific. What kind of organization would this be? What kind of techniques would it use? What kind of problems would it tackle?

"My answers are deliberately indefinite" he said yesterday in a short address that was followed by an interview. "My answers are indefinite and open."

He has a more concrete concept of his plan than his reports so far indicate, however.

"WE NEED not only a new kind of planning agency, but a new kind of media to show what a proposed project would be like," he said.

Maps and drawings are inadequate, he said, to show how a development will look. "That's why we're surprised at the appearance of a project that looked so good on paper," Ewald said.

"But a computer can walk you through the whole project with a 20-foot screen." What does that mean? "It means you can program a computer to show you just what a development will look like from any angle or vantage point inside or outside."

YOU COULD, for instance, program a computer to illustrate the appearance and impact of three 45-foot-high hotel buildings strung out for 1,200 feet just north of Cabrillo Boulevard.

Some concerned citizens want to know how much of the view of the mountains will be obscured from the beach by such a row of hotel buildings that are planned by American Communities and Hyatt House.

This is a costly operation, but on major problems it can avoid mistakes that are even more costly, Ewald said.

REMOTE sensing from satellite and high altitude photography are now developed to a point where remarkably small objects can be detected from great heights.

Special photo and sensing techniques can disclose soil types, flood plain limits, vegetative characteristics, geological data, waste drainage, water purity and a number of other factors involved in regional planning.

Patterns in urban areas are also disclosed by such methods.

ECONOMIC and other relevant planning data also would be part of the new institution's data bank, Ewald said, or at least would be catalogued in such a way that it could be plugged into the source of such information immediately when needed.

The data available should also help work out such economic problems as protecting environment and resources while maintaining employment and the general economy at a high level, Ewald said.

Two-way cable TV has frequently been cited by Ewald as a useful plannig and problem-solving device.

HE SAID yesterday that television outlets could present community or regional problems and the alternative solutions. By means of return communications, viewers could immediately register their opinions on the problem. Instant democracy.

What kind of institution will co-ordinate and administer this program? Ewald's not sure on details, but some concepts are firm. It won't be a governmental agency, and it won't be a commercial institution. It will be nonprofit with a board of directors representing all interests in the community.

IT WILL draw largely on local talent, data, equipment and techniques. Who can use it and at what cost also are details that remain to be worked out. In any case, it will be available to public planning and policymaking agencies, Ewald said.

"We need to invent a new kind of agency to be a model for the whole country," he said. "And this is the ideal place for it. We can articulate the quality of life vs. straight-out growth here more than almost anywhere else."

The South Coast is regarded an ideal place for the experiment, he said, because it is a geographically integrated area, it has great resources for data gathering and analysis, and the people of the area are unusually environmentally concerned.

—Robert H. Sollen